



State of Montana Project Management Office

Project Concept Phase

Project Manager Selection Worksheet Instructions

This is a worksheet to help the Project Management Office and the Project Sponsor select a Project Manager by evaluating candidates based on a number of selection criteria. The worksheet includes space for the selectors to review the capabilities of one or more project managers against the need for leadership, management, communication and domain knowledge on a particular project.

A successful project manager is someone who gets things done with a bias to action. This person must earn and maintain respect and credibility throughout the organization and with the customers. He or she must be the product champion and have the courage to direct and obtain support for the project.

Selection of an effective Project Manager is a key senior management activity. It requires that they look beyond the normal skill-related performance criteria applied to individual contributors and functional managers. They must also focus on the “soft” skills associated with successful leadership.

Project Managers need to relate well in two dimensions. First, they must be effective in communicating and getting decisions formed and implemented vertically up and down the hierarchy of the organization. In addition, they must also be adept at crossing organizational boundaries to obtain support. The selection process should take into account the skills that this implies. Having a narrow technical focus or skills focused heavily on the administrative side of the job is not a sufficient indicator of success as a Project Manager. This worksheet helps make sure all the aspects of the role are considered in the context of a specific project.

The Project Management Office and Sponsor can use this checklist to record evaluations of several project manager candidates.

Note: This form is marked Confidential because it should be treated as such. The goal is to give thorough, careful thought to each candidate's qualifications, using this form as a private worksheet.

1. First, review the worksheet template and make any changes appropriate for the project environment. Specifically, review the standard list of Standard PM Characteristics on page 2 of the worksheet and record any additional items that are considered standard requirements in your organization.
2. Begin the analysis by thinking through the unique requirements of the upcoming project. Document particular skills and qualifications the PM will need to handle each of those requirements on page 1 of the worksheet.

3. If this analysis reveals any PM characteristics specific to this project (i.e. not covered in the list of standard characteristics), add those items to the worksheet on page 3 in the indicated place.
4. Make copies of pages 2 and 3 of the worksheet for each project manager being evaluated. For each project manager, consider their fit for the project using the organization's standard list of characteristics (on page 2) and any additional project-specific criteria (on page 3). Include comments and rate their degree of fit on a scale of 1 to 5, if desired.
5. If you find an overall summary helpful, use page 4 of the worksheet to summarize the strengths and weaknesses of the candidates.
6. Compare multiple candidate PMs to each other, arrive at a recommendation for the best fit for the upcoming project, and decide next steps for making the assignment.

Administrative Information

Revision	Author	Date	Sections Affected	Change Summary
1.0		1/2/2009		

Current Version	1.0
Date	1/2/2009
Master Document Chapter Number	3
Document ID	50